

# Communication Planning Guide

ISAWS  
Implementation

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# Communication Overview

## Introduction

A well thought out Communication Plan is essential to the successful implementation of ISAWS. Implementing a new system can mean substantial changes for staff and others considering the way they work, communicate, and function. Communication supports staff through changes by allowing them to understand the reason for change, by enabling them to understand how change affects them personally, and by ultimately gaining their support through change. Communication also informs them of the implementation process, the consequences of not implementing, and their roles in making the implementation successful.

Communication focuses on both giving and receiving information. Timely and accurate information must be provided to all people affected by change (internal and external stakeholders). The information provided is adjusted to meet the needs of various stakeholders such as County management and staff, ISAWS System Support management and staff, and other external parties. Information communicated is also adjusted by incorporating feedback from these stakeholders. The implementation will be at greater risk for failure, if communication is not managed efficiently and effectively. It is much more difficult to conduct a successful implementation when stakeholders are not given sufficient information to understand and buy into the reasons for the changes.

## Purpose of the Guide

For a major effort such as the implementation of the ISAWS, solution, a communication plan is written to ensure that an effective communication strategy is built into the process. This effort allows those responsible for the communication to develop and document a communication strategy.

This document is intended to serve as a guide for developing a plan that is specific to the County to which it is being applied. The development of the plan will require gathering information specific to the County, its operations, and its culture. This information will be used as a basis for making the decisions necessary to create a plan that is most suitable for the County.

This guide identifies the steps necessary to complete the communication process. Included in this guide are decision points, examples, suggestions, sample documents, and a sample workplan. Please note that the information included in this document is not meant to dictate decisions; rather, it should be used as a tool in the communication planning process. Information in this document may not be applicable to all situations, in

which case this guide should be used to create an atmosphere where brainstorming can generate other ideas or recommendations.

A communication plan should be a living, evolving document. The plan should be revised whenever it is appropriate to improve communications (e.g., when recommendations are made or when environmental factors necessitate change). As implementation occurs, the County and other stakeholders will provide feedback regarding what is working and what is not working with respect to communication (as well as other aspects of the implementation efforts). Recommendations to improve communication should be considered and incorporated when appropriate. In addition, the Counties will also find that situations/priorities will change, requiring changes in the communication approach.

## Objectives

The specific objectives of a communication plan are included below:

- ☐ To inform internal and external stakeholders
  - Provide stakeholders with factual information about the ISAWS implementation and application.
  - Formalize a process that will allow ISAWS Implementation Team to provide information, status updates, and milestones to those interested and affected by the implementation.
  - Communicate implementation schedules.
  - Provide a mechanism to document obstacles as well as achievements.
- ☐ To enroll stakeholders and promote change
  - Communicate clearly the benefits and the challenges that ISAWS, along with Tech Refresh, will present; communicate the consequences of not succeeding in this effort, and the County's role in making it successful.
  - Motivate employees by acknowledging their involvement in, and contribution to, the achievement of the ISAWS implementation.
  - Manage resistance by helping individuals understand the rational and emotional personal impact of change.
- ☐ To prevent and curb rumors
  - Manage stakeholder perceptions and expectations of the ISAWS project outcomes and requirements.
- ☐ To obtain feedback from stakeholders
  - Develop a mechanism for which the Counties, ISAWS Implementation Team, and external stakeholders can provide feedback, communicate concerns, and discuss issues relating to the ISAWS application and implementation.

- ❑ To generate enthusiasm and excitement
  - Acknowledge/Celebrate kick-offs, successes, and the overall progress of the ISAWS implementation.

## **Critical Success Factors**

- ✓ Base communication strategies on stakeholder needs and feedback. Provide on-going opportunities for Counties and other stakeholders to express questions and concerns, provide feedback on the process, and make suggestions for improvement.
- ✓ Advocate open, honest, face-to-face, two-way communication. Build credibility by communicating the good and the bad. Create an environment where Counties and other stakeholders can constructively challenge behavior and ideas.
- ✓ Ensure that communication is timely.
- ✓ Remember communication is two-way. Listen as well as deliver the message.
- ✓ Ensure visible senior management involvement.
- ✓ Take advantage of existing communication vehicles and opportunities.
- ✓ Enlist enthusiastic and well-prepared staff and management to act as process facilitators and communicators.
- ✓ Encourage individuals and groups to take ownership of the messages.
- ✓ Coordinate communication with milestone events, activities, and results.

## **Organization of the Planning Guide**

**Chapter 1** describes how to establish a County Communication Team.

**Chapter 2** describes how to develop a Communication Workplan.

**Chapter 3** describes how to identify stakeholders.

**Chapter 4** discusses how to determine communication methods and messages.

**Chapter 5** describes how to create and support feedback mechanisms.

**Appendices** provide tools and additional information for accomplishing communication tasks.

# The Communication Process

## Introduction

Understanding the communication process is the first step in communication planning. There are four main components to communication:

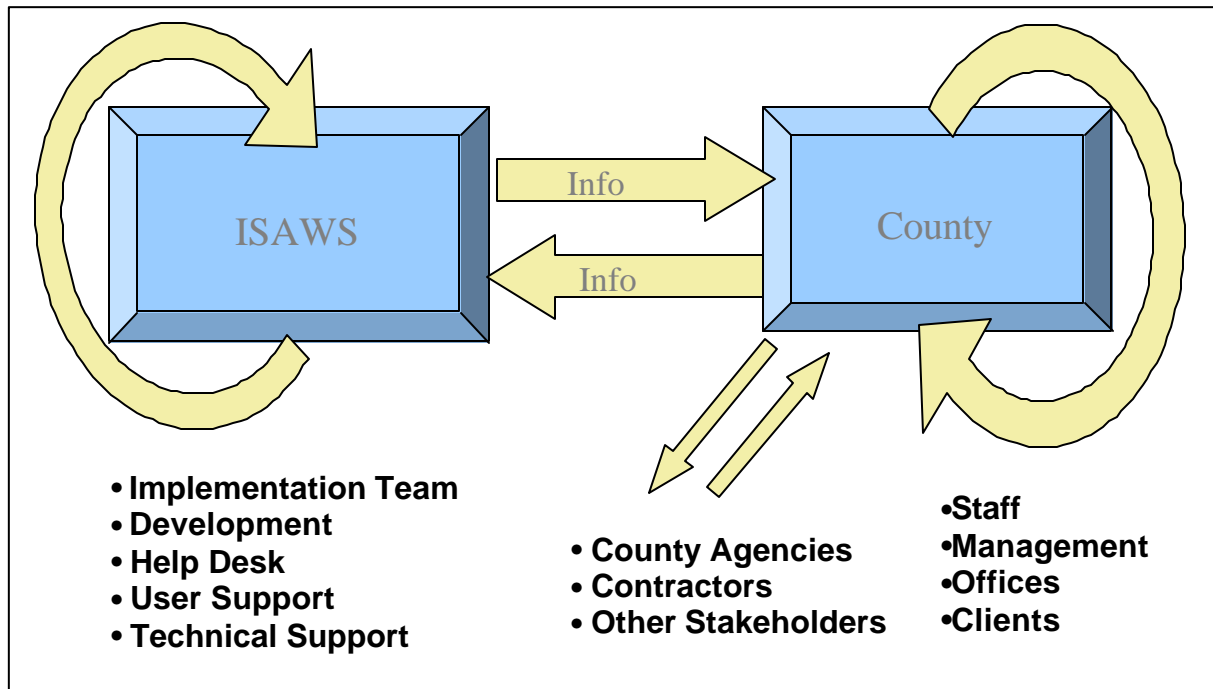
- **Who** - *Who* refers to who is involved in the communication process – the identified stakeholders such as ISAWS management and staff, County management and staff, and external stakeholders.
- **What** - *What* refers to what is being communicated – the message, the information being communicated.
- **When** - *When* refers to when the information is communicated – weekly, monthly, quarterly, as needed or as identified.
- **How** - *How* refers to how the information is disseminated – in a meeting, a memorandum, an email, a newsletter, a brown bag, a presentation.

## The Process

As these four components interact, stakeholders give and receive information to each other. **Figure 1** on the following page depicts the communication process.

First, information flows from ISAWS to the County. Once the County receives this information, it disseminates it within its organization and communicates it to its external stakeholders. The County then receives feedback from its internal and external stakeholders and provides feedback to ISAWS System Support. This feedback allows ISAWS to determine the effectiveness of the communication. Once ISAWS receives feedback from the County, it disseminates it within its organization and adjusts the communication plan accordingly.

**Figure 1**





# **Chapter 1**

## **ESTABLISH COUNTY COMMUNICATION TEAM**

### **Introduction**

The first communication task is to establish the Communication Team. The purpose of the Communication Team is to facilitate the planning and execution of a communication effort for the ISAWS Implementation project. The Communication Team will consist of members from the County staff.

It is important that all persons involved in the communication of the ISAWS Implementation effort receive timely, reliable, and understandable information regarding the progress of this project and its impact on them. This is a period of change for staff, management, other agencies, as well as clients. The Communication Team needs to be sensitive to the effects of the ISAWS application on these various entities and to be aware of their varying informational needs in preparing newsletters, press releases, letters, and client letters.

### **Building the Team Composition**

County Communication Team members should consist of the County Project Manager or designee and other appropriate staff to support the communication effort. Desirable members of this committee include staff from all areas of the Department (Eligibility, Supervision, Support, Human Resources, and Management) who are usually involved in communication or department-wide activities, are enthusiastic, have creative ideas and are good organizers and workers. If possible, involve individuals with experience in leading communication activities.

### **Scheduling Regular Team Meetings**

Regularly scheduled meetings should be held for all Communication Team members. The frequency will be established initially and may be modified as needed during the implementation process. Additionally, there may be a need to establish other regularly scheduled meetings for communication sub-groups that have responsibility for a specific activity and also to hold ad hoc meetings.

## **Ensuring a Comprehensive Approach**

The Communication Team is closely linked with other activities in the ISAWS implementation process. The Communication Team should work closely with the other teams, meeting with them on a regular basis. Ongoing integration with the County Implementation Project Manager and the other implementation teams will support a smoother transition for the County.

In order to confirm that all project teams are working toward common objectives, the Communication Team Lead should communicate its progress to the County Implementation Project Manager on a weekly basis.

## **Knowing Your Role and Responsibility**

The Communication Team is responsible for informing the staff in a timely and efficient manner and maintaining two-way communication to verify that feedback from the staff is acted upon. It is also important to realize that certain individuals or groups have distinct roles in the communication process. Of these roles, one of the most valuable is leadership support and sponsorship. Hearing and seeing leadership on a regular basis will give staff the reassurance they will need to embrace change. **Appendix A** outlines potential individual and group roles.

## **Chapter 2**

# **DEVELOP A COMMUNICATION WORKPLAN**

### **Introduction**

The Communication Workplan will be used to guide the County through the communication process. It will walk the County through all of the steps and tasks included as chapters of this document. This plan includes tasks, time frames and deadlines for accomplishing these tasks, and resources responsible for performing these tasks.

### **Developing a Workplan**

The next task for the County is to develop a communication workplan. Counties should use a workplan that fits its needs and working style. Although there are many options for tracking tasks, such as Microsoft Project, the simplest option may be the best choice. The tool chosen should be easy to use, provide useful information, and allow for flexibility in planning. **Appendix B** includes a sample workplan done in Microsoft Excel. This workplan can be tailored to fit a County's needs by adding and deleting rows and columns.

## Chapter 3

# IDENTIFY STAKEHOLDERS

### Introduction

A stakeholder is defined as a person or group of people, internal or external to the organization, involved in or affected by the change process. The objective of identifying the stakeholders is to assess the extent to which they are affected and/or have influence over the process, and then design a means by which to involve them in building commitment to change.

It is important to specifically define what is to be accomplished via the communication effort for each stakeholder group. These communication objectives will affect the development of specific strategies and activities to be employed. Outcomes may range from simply informing to educating with the intent of facilitating some specific action (e.g., participating in a project activity, or approving a funding request).

### Developing A Stakeholder Matrix

The Communication Team needs to list all internal and external stakeholders. **Appendix C** contains a list of potential stakeholders, a description of their role in relation to the ISAWS Implementation, an assessment of their involvement, influence, and strategy concerning communication. Completing this task will allow the Team to:

- ☐ Assess the level of impact, commitment to change, and specific concerns of the stakeholders who potentially will be affected by the implementation
- ☐ Support continual project stakeholder relationship-building and buy-in
- ☐ Analyze internal and external groups according to the extent to which they are affected, how critical they are to the success of the change, and their concerns about the change
- ☐ Build organizational buy-in, commitment, and capacity for change
- ☐ Maximize the potential for successful transition to the ISAWS application

Once stakeholders are defined, the Team will need to define what the communication strategy is for each stakeholder group. *Chapter 4: Determine Communication Methods and Message* will provide instruction for this task.

A point to consider when evaluating stakeholders is how aware they are of the project and how committed they are to the project. **Appendix D** provides a tool for accomplishing this task.

## **Chapter 4**

# **DETERMINE COMMUNICATION METHODS AND MESSAGES**

### **Introduction**

With stakeholders clearly identified, it is necessary to determine the message to communicate to them, how often they should receive this message, and how they should receive this message. How effectively information is communicated can be almost as important as the information itself. This Chapter looks at how the County will be able to craft a message and deliver it effectively.

### **Determining the Methods of Communication**

It is important to understand the communication methods currently used in the Counties and to determine which is most effective by assessing the advantages and disadvantages of each, the percentage of the population that will be reached, and the ability to obtain feedback through each. **Appendix E** provides a list of the current communication methods utilized within the Counties. The County can use the matrix in **Appendix E** to determine which communication methods should be targeted at which stakeholder group. This will help the Team establish how information is communicated and when it will be delivered. Establishing communication standards and protocols will help the County understand how to send the message and assist the stakeholder in the expectation and understanding of the message. Please see **Appendix F** for message templates (announcements, newsletters, etc.) as well as completed examples of these communication methods.

### **Understanding Message Types**

Once the County is aware of the options available for communicating, then it must develop a Communication Matrix integrating the who, what, when, and how of the communication process. The Communication Matrix in **Appendix G** clearly outlines the information needed to complete the planning for the delivery of information. The County should tailor it as needed.

Once these messages/message types are identified, the frequency, communication method and person responsible may be identified. This will also be helpful in determining whether the most effective communication methods are in place.

One person should take ownership of this Communication Matrix and should be responsible for verifying that communication is taking place and that it is effective. This matrix will obviously have to be very flexible to allow for the resolution of issues that arise as well as changes in process or policy that often occur during a major implementation effort.

## **Chapter 5**

# **CREATE AND SUPPORT FEEDBACK MECHANISMS**

### **Introduction**

*Chapter 4: Determine Communication Methods and Message* discussed the delivery of information; *Chapter 5: Create and Support Feedback Mechanisms* will address the receipt of information and feedback mechanisms.

The objective of developing a feedback mechanism is to provide the stakeholders with the means to communicate issues regarding implementation activities, the functionality of ISAWS, or other issues. A feedback mechanism needs to be extended to confirm that specific feedback is forwarded to the appropriate individual or group so that issues are resolved, processes revised, and technical solutions fixed. If issues are resolved, processes revised or technical solutions fixed as a result of the feedback process, that can be communicated through the regular communication methods depending upon who the audience is. By completing the feedback loop, the individuals who identified the issues can be recognized for their communication efforts.

For the specific purpose of obtaining feedback for the communication efforts, feedback mechanisms need to be employed after major messages are communicated to ensure that the messages are understood and to provide input for the development of future communication. Feedback enables the Team to know whether or not its communication is effective.

### **Creating an Issues Matrix**

One way to assess communication effectiveness is to develop an Issues Matrix that tracks all communication issues that are identified. This Matrix would identify the issue, its origin and the person responsible for resolving the issue. Issues include everything from the realization that a specific communication was ineffective (e.g., the Implementation Team receives calls with questions regarding a specific message that was sent out) to specific issues regarding the application or implementation that needs to be resolved. One person should be responsible for tracking the issues and seeing to their resolutions. See **Appendix H** for this Matrix.

## **Appendices**

- Appendix A:** Communication Roles
- Appendix B:** Communication Workplan
- Appendix C:** Description of Stakeholders
- Appendix D:** Understanding Your Audience
- Appendix E:** Communication Methods
- Appendix F:** Examples of Communication Methods
- Appendix G:** Communication Matrix
- Appendix H:** Issues Matrix



## Appendix A: Communication Roles

*(Reference: Chapter 1)*

**Potential** roles and responsibilities regarding the ISAWS Implementation:

### **ISAWS County Directors**

- Secure and maintain cooperative partnership and support.
- Keep county staff informed of major events and accomplishments.
- Maintain two-way communication to ensure focus on vision and issues addressed.

### **ISAWS Consortium Regional Managers**

- Secure and maintain cooperative partnership and support.
- Keep county staff informed of major events and accomplishments.
- Provide high-level update of issues and risks.

### **ISAWS County Contact and ISAWS Project Manager**

- Secure and maintain cooperative partnership and support.
- Keep staff informed of major events and accomplishments.
- Maintain two-way communication to ensure focus on vision and issues addressed.

### **ISAWS System Support Team**

- Keep staff informed of major events and accomplishments.
- Provide regular updates of issues and risks.
- Maintain two-way communication to ensure focus on vision and issues addressed.

**ISAWS System Support Team**

- Provide regular updates of progress.
- Convey information on tasks completed and status on current tasks.
- Provide information necessary to make decisions.
- Ensure clear understanding of issues, direction, and tasks associated with the project.
- Maintain team environment.
- Provide regular updates on progress associated with tasks.
- Assign responsibilities to tasks.
- Seek clarification when necessary.

## Appendix B: Sample Communication Workplan

Task	Responsible Person	Timeline														
		W1	W2	W3	W4	W5	W6	W7	W8	W9	W10	W11	W12	W13	W14	W15
Conduct Director/Project Manager Orientation to Communication Planning		X														
Select County Communication Team Leader		X														
Select County Communication Team members		X														
Distribute Communication Planning Guide to all Team members			X													
Distribute meeting schedule, agenda format, minutes format			X													
Hold Team Meeting and Submit Status Report			X	X	X	X	X	X	X	X	X	X	X	X	X	X
Read and review Communication Planning Guide				X												
Review and customize workplan				X												
Determine Communication objective					X											
Meet with Change Management Team to discuss stakeholder list						X										
Determine methods to communicate to stakeholders							X									
Complete Decision Checklist							X									
Develop format for methods to communicate to stake holders (ie.Newsletter)								X								
Brainstorm celebratory events and discuss budgeting for them								X								
Meet with Change Mgmt, Conversion, Help Desk, and Training Team Leads								X					X			
Develop Newsletter articles									X						X	
Shedule system presentation and demo for all teams										X						
Review Newsletter articles										X						X
Produce Newsletter											X					
Draft presentation and demonstration format												X				
Schedule system demonstration for non-team members												X				
Finalize presentation and demonstration format													X			
Give presentation and demonstration														X		

## Appendix B: Sample Communication Workplan

		Timeline														
Task	Responsible Person	W1	W2	W3	W4	W5	W6	W7	W8	W9	W10	W11	W12	W13	W14	W15
Edit presentation and demonstration format for new audience															X	
Finalize presentation and demonstration format																X
Give presentation and demonstration to new audience																
Communicate and publicize training (Flyers, memos)																
Plan county production ('go live') celebration and activities - determine time, location, backup location, theme, agenda, participants, special guests, refreshments, media coverage, photographer																
Conduct walk-through of 'go live' celebration and activities																
Go Live!																

## Appendix B: Sample Communication Workplan

Task	W16	W17	W18	W19	W20	W21	W22	W23	W24	W25	W26
Conduct Director/Project Manager Orientation to Communication Planning											
Select County Communication Team Leader											
Select County Communication Team members											
Distribute Communication Planning Guide to all Team members											
Distribute meeting schedule, agenda format, minutes format											
Hold Team Meeting and Submit Status Report	X	X	X	X	X	X	X	X	X	X	X
Read and review Communication Planning Guide											
Review and customize workplan											
Determine Communication objective											
Meet with Change Management Team to discuss stakeholder list											
Determine methods to communicate to stakeholders											
Complete Decision Checklist											
Develop format for methods to communicate to stake holders (ie.Newsletter)											
Brainstorm celebratory events and discuss budgeting for them											
Meet with Change Mgmt, Conversion, Help Desk, and Training Team Leads		X									
Develop Newsletter articles			X								
Shedule system presentation and demo for all teams											
Review Newsletter articles				X							
Produce Newsletter	X				X						
Draft presentation and demonstration format											
Schedule system demonstration for non-team members											
Finalize presentation and demonstration format											
Give presentation and demonstration											

## Appendix B: Sample Communication Workplan

Task	W16	W17	W18	W19	W20	W21	W22	W23	W24	W25	W26
Edit presentation and demonstration format for new audience											
Finalize presentation and demonstration format											
Give presentation and demonstration to new audience	X										
Communicate and publicize training (Flyers, memos)		X									
Plan county production ('go live') celebration and activities - determine time, location, backup location, theme, agenda, participants, special guests, refreshments, media coverage, photographer							X				
Conduct walk-through of 'go live' celebration and activities									X		
Go Live!											X

## Appendix C: Potential Stakeholders and Descriptions

*(Reference: Chapter 3)*

This appendix includes not only a list of the identified stakeholders and a description of their role in relation to ISAWS initiatives, but also an assessment of their involvement in, and influence over, the implementation. In addition to this assessment, the second table includes the stakeholders' degrees of influence as well as strategy and other important information concerning communication. The last two pages of this appendix illustrates some sample County Organizational Charts as well as how the County Project Managers fit into the overall ISAWS Team.

### ***Stakeholder List and Descriptions***

Below is a list of stakeholder descriptions that have been identified at the Consortium level, County level and from ISAWS System Support.

Stakeholder	Description
<b>County</b>	
County Welfare Directors	There is a county welfare director for every county welfare department
Consortium Executive Directors	Six county directors who represent the three regions: North, South, and Central
Consortium Regional Managers	Six assistant/program managers who represent the county directors in welfare issues Report to the executive welfare directors Decision-makers
County Welfare Planning and Implementation Project Managers	Each county should have a contact that is directly responsible for implementation initiatives and activities for that county
County Welfare Implementation Work Groups (for some counties)	Groups assembled for the purpose of driving the implementation activities and initiatives that will be put in place to administer the implementation
County Welfare Program Managers	Welfare managers within the counties that oversee such welfare programs as AFDC, Family Support, Food Stamps, etc.
County Welfare Supervisors	The supervisors managing the line staff
County Welfare Staff	Eligibility, WTW, and other welfare front line workers.
<b>ISAWS System Support</b>	
Management	Consists of ISAWS Application and Operations Management.
Welfare to Work Team	To be determined
WTW Implementation Team	To be determined
Help Desk	To be determined.
User Support	To be determined.
Tech Support	To be determined.
Application Support	To be determined.

### ***Stakeholders' Degrees of Influence***

Below is a list of stakeholders and their respective degrees of influence.

<b>Stakeholder</b>	<b>Degree of Impact</b>	<b>Degree of Influence</b>	<b>Strategy</b>	<b>Who Communicates Message</b>
<b><i>County</i></b>				
County Welfare Directors	High	High	<ul style="list-style-type: none"> <li>- Secure/maintain cooperative partnership/support for ISAWS</li> <li>- Report on progress</li> <li>- Provide updates of issues and risks</li> </ul>	<ul style="list-style-type: none"> <li>- ISAWS System Support Mgmt</li> <li>- Implementation Team</li> <li>- Consortium Regional Mgrs.</li> </ul>
Consortium Executive Directors	Low	High	<ul style="list-style-type: none"> <li>- Secure/maintain cooperative partnership/support for ISAWS</li> <li>- Keep informed of major events and accomplishments</li> <li>- Provide updates of issues and risks</li> </ul>	<ul style="list-style-type: none"> <li>- ISAWS System Support Mgmt</li> <li>- Implementation Team</li> <li>- Consortium Regional Mgrs</li> </ul>
Consortium Regional Managers	Med	High	<ul style="list-style-type: none"> <li>- Secure/maintain cooperative partnership/support for ISAWS</li> <li>- Keep informed of major events and accomplishments</li> </ul>	<ul style="list-style-type: none"> <li>- ISAWS System Support Mgmt</li> <li>- Implementation Team</li> </ul>
County Welfare Planning and Implementation Project Managers	High	Med	<ul style="list-style-type: none"> <li>- Maintain two-way communication to ensure vision is focused and issues addressed</li> </ul>	<ul style="list-style-type: none"> <li>- Implementation Team</li> <li>- Consortium Regional Mgrs.</li> </ul>
County Welfare Implementation Work Groups	High	Med		
County Welfare Program Managers	Med	Med		
County Welfare Supervisors	Med	High		
County Welfare Staff	High/Med	Low		



Stakeholder	Degree of Impact	Degree of Influence	Strategy	Who Communicates Message
<b><i>ISAWS System Support</i></b>				
Management				
Welfare to Work Team				
Implementation Team				
Help Desk				
User Support				
Tech Support				
Application Support				

## Appendix D: Understanding Your Audience

*(Reference: Chapter 3)*

The objective of this appendix is to identify the various audiences for the communication and to determine their characteristics as well as unique communication needs. The definition of an audience in this context is a person or group that will be communicated to. There is a difference between stakeholders and audiences; however, they will definitely overlap. In terms of audiences, we are not only interested in who the individuals and groups are, but also their respective positions. There are four positions identified (Awareness, Understanding, Commitment, and Advocacy) and the intent is to move groups through these stages with the ultimate goal of Advocacy for as many of them as possible.

The four positions are defined below:

- ☐ **Awareness** – Stakeholders are aware the project is underway
- ☐ **Understanding** – Stakeholders have a sound understanding of the purpose and progress
- ☐ **Commitment** – Stakeholders support the project, believe it is worthwhile, and would act if prompted
- ☐ **Advocacy** – Stakeholders proactively communicate and take action required in support of the project

The level of awareness of stakeholders and any other audiences is very important in developing messages best suited to their needs. Communication mechanisms best suited for the different positions are included below:

Position	Appropriate Communication Mechanisms
Awareness	One-way communication (e.g., e-mails, newsletters, etc.).
Understanding	Face-to-face communication (e.g., training, educational workshops, roadshows, etc.).
Commitment	Two-way flow of communication. There is some degree of involvement of these audiences in the implementation and communication should be conducted to reflect that.
Advocacy	Two-way flow of communication. The County Implementation Team should involve these individuals and groups as extensively as possible. Also, they should very often be the communicators.

## Keeping Track of Your Audience

The Communication Team should keep track of the position of their audience for a few reasons. First, it will be important to know the positioning when determining the best approaches for communicating information. In addition, the team will be able to assess where time and resources should be spent in developing and maintaining support through communication. The following sample matrix demonstrates the position by stakeholder/audience and can be used to keep track of the positions as they change.

### *Sample Audience Position Assessment*

<b>Audience</b>	<b>Unaware</b>	<b>Awareness</b>	<b>Understanding</b>	<b>Commitment</b>	<b>Advocacy</b>
<b><i>County</i></b>					
County Welfare Directors				O	X
Consortium Executive Directors				O	X
Consortium Regional Managers				O	X
County ISAWS Implementation Champions					X
County ISAWS Implementation Work Groups					X
County ISAWS Program Managers			O	X	
County ISAWS Supervisors		O		X	
County ISAWS Staff	O			X	
County Other affected Staff	O		X		
<b><i>ISAWS System Support</i></b>					
Management					X
ISAWS Team					X
Implementation Team					X
Help Desk			O	X	
User Support			O	X	
Tech Support			O	X	
Application Support			O	X	

**X** – The X's show where the specific audience groups should be

**O** – The O's show where the specific audience groups are now

## Appendix E: Communication Methods

(Reference: Chapter 4)

The following matrix identifies some potential methods in which to utilize for communication and the advantages and disadvantages with each approach. Once the method has been identified, *Appendix F* has some samples that may assist you in your efforts.

Method	Strategy for Use	Frequency	Percent Reach	Ability to Obtain Feedback	Advantages	Disadvantages
Example Method	For what purposes it this method used?		How many of the counties can we reach with this method?	Can we obtain feedback with the message?	What are the advantages of using this method?	What are the disadvantages of using this method?
<b>Print</b>						
Mailings, Newsletters, Posters, Brochures, Etc.	<ul style="list-style-type: none"> <li>– General messages</li> <li>– Limited interaction</li> <li>– Program background, progress</li> <li>– Time insensitive messages</li> </ul>	Monthly	Survey results: 100% responded use memorandums 75% use newsletters	None	Mass distribution External Stakeholders can be knowledgeable of ISAWS activities and how they will be impacted.	Time-consuming prep Impersonal Audience doesn't have the ability to ask questions of the communicator Information may not reach staff directly at each desk

Method	Strategy for Use	Frequency	Percent Reach	Ability to Obtain Feedback	Advantages	Disadvantages
<b>Meetings</b>						
Project Team Meetings, Regional Meetings, Brown Bag Lunches, Focus Groups, Etc.	<ul style="list-style-type: none"> <li>– High time sensitivity</li> <li>– Moderate to maximum interaction</li> <li>– Specific targeted messages</li> <li>– Event based</li> <li>– Critical issues</li> <li>– Intervention-focused</li> </ul>	<p>Weekly</p> <p>Monthly</p> <p>Quarterly</p>	<p>Survey results:</p> <p>100 % responded use staff meetings</p> <p>96% use individual team meetings</p>	Yes	<p>Maintains informed and positive climate for ISAWS</p> <p>Ability to reach large number of stakeholders</p> <p>Involves influential stakeholders in the ISAWS process on a continuous basis</p> <p>Information reaches staff directly</p>	<p>Time consuming to prep</p> <p>Travel may be required</p> <p>May be difficult to schedule for maximum attendance</p> <p>May require extra effort from both management and other stakeholders</p>
<b>Multi-Media</b>						
Presentations Demonstrations Training Sessions Etc.	<ul style="list-style-type: none"> <li>– Specific targeted messages</li> <li>– Intervention focused</li> <li>– Event-based</li> <li>– Critical issues</li> <li>– Maximum interaction</li> </ul>	As needed		None	<p>Mass distribution</p> <p>Ability to reach large number of external stakeholders</p>	Availability of staff to support this effort

Method	Strategy for Use	Frequency	Percent Reach	Ability to Obtain Feedback	Advantages	Disadvantages
<b><i>Electronic</i></b>						
County/ISAWS E-mail ISAWS Online Bulletin “Broadcast” Voice Mail, Etc.	<ul style="list-style-type: none"> <li>– Broad content</li> <li>– Non-controversial announcements, instructions, awareness, issue resolution, updates</li> <li>– Group focused</li> <li>– Limited interaction needed</li> <li>– Message reinforcement</li> </ul>	As needed	Survey results: 56% responded use in-house e-mail 100% use ISAWS e-mail 96% use ISAWS Online Bulleting 81% use broadcast voice mails	Feedback through the same method (specifically e-mail and voice mail) would be convenient for recipients	Rapid, broad distribution Low potential for filtering or screening.	Limited number of people with e-mail, voice mail and Web access
Conference Calls	–					
<b><i>Feedback</i></b>						
Feedback from for employees, Action Response Line (800 number)*	<ul style="list-style-type: none"> <li>– Intervention-focused</li> <li>– Critical issues</li> <li>– Time-sensitive</li> </ul>					

## **Appendix F: Examples of Communication Methods**

*(Reference: Chapter 4)*

### **Potential Communication Activities**

Once the Communication Methods have been identified, here are some samples of communication activities utilized within the counties during the ISAWS Implementation:

#### **Internal Stakeholders**

- Rumor control Bulletin Board or Box

- Suggestion Box

- ISAWS Bulletin board with projected schedule

  - Status Reports

  - Implementation Plan – Task Sheet and Chart(s)

  - ISAWS Team Plans

- Printed Material and Media

  - Minutes from meetings and debriefings

  - Department ISAWS Bulletin

  - Departmental Newsletter

- Meetings and Presentations

  - ISAWS System Demo

  - Staff debriefings – daily, weekly, as necessary

  - Supervisor/Manager meetings

  - Director's briefing to staff and management

  - ISAWS updates at unit meetings

#### **External Stakeholders**

- Printed Material and Media

  - County-wide (Consortia-wide) ISAWS bulletin

  - Departmental ISAWS bulletin

  - Departmental (or Consortia-wide) Newsletter

  - Newsletter for External Stakeholders

  - Client letters – Client information notices

  - Departmental letters to external stakeholders regarding changes in forms of procedures

  - Media – Press releases, newspaper articles and interviews, radio interviews, TV/Cable coverage

## **Sample County Communication Documents**

The following pages are some samples of communication materials produced by counties for the ISAWS Implementation. These materials include various announcements, newsletters, and a sample office decoration awarded following the completion of ISAWS Training. Additional sample materials are available if needed and/or requested.

Note that the subject matter, presentation style and production quality vary greatly. This reflects the level of the county's available resources and their preferred style. Also, note that quite often the county's theme is carried through in the communication materials.



## Appendix G: Communication Matrix

*(Reference: Chapter 4)*

Stakeholder	Objective	Message Type	Strategy for Use	Frequency	Method Used	Person Responsible

## Appendix H: Issues Matrix

*(Reference: Chapter 5)*

Description of Issue	Issue Author	Resolution	Person Responsible for Resolution	Resolution Date